IPAC Board Policies and Procedures

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I. IPAC Overview

IPAC is an Indigenous, national, member-based non-profit organization and a registered charity. Founded in 1991, IPAC has a long history of supporting Indigenous physicians and medical learners through mentorship, advocacy and partnerships.

Our Beliefs and Values
IPAC’s beliefs and values originate from communities, our ancestors and the traditional teachings found within our diverse Indigenous cultures. We believe that Indigenous peoples deserve the best health possible. We honour the wholistic view of health (body, mind, spirit and heart) including traditional knowledge and practices. We believe that Indigenous physicians are honoured with positions of trust in the communities and commitment to our responsibilities are reflected in our work.

We value respectful and ethical interactions among all individuals, organizations and groups with whom we work. We hold ourselves to the values and principles that originate from our traditional teachings and we honor the various traditional teachings of all nations across Turtle Island. We guide ourselves, our work and our organization on these teachings through our relationships with each other.

Seven Teachings, commonly held by Anishinaabe, Nehiyaw, and Nakoda peoples
- Love – of people, communities and Indigenous ways of being
- Respect – for knowledge, wisdom, communities and each other
- Courage – to stand up for our ways of being and the application and integration of Indigeneity in all things we do as an organization
- Honesty – among the membership and staff and with the organizations and individuals with whom we work
- Wisdom – use of traditional teachings to approach our way of being and with our work
- Humility – to know our limitations and to seek guidance when necessary
- Truth – to always speak the truth as an organization and to speak the truth to each other
Gayansashagowa, The Haudenosaunee Great Law of Peace
The Great Law of Peace was written and symbolized through wampum belts alongside the oral stories that were passed down with it. These stories include the Great Peacemaker Dekanawidah and his spokesman Hiawatha as they journey through the five (now six) Haundenosaunee Nations attempting to end war and unify under one confederacy. Dekanawidah and Hiawatha were successful. There are now several versions of the Great Law of Peace, many of which have been translated into English, which, depending on the version, has 117 articles. An excerpt can be found below:

“We uproot the tallest white pine, into the cavity we cast all weapons of war, we replant the tree and with this establish the Great Peace, we declare hostilities shall end between the five nations, and we shall live as a united people.” (Haudenosaunee's Legendary Founding, https://www.youtube.com/watch?v=D0elAQYLdfc)

One version of full text was prepared by Gerald Murphy, the National Public Telecomputing Network and the Constitution Society: https://cscie12.dce.harvard.edu/ssi/iroquois/simple/1.shtml

Inuit Qaujimajatuqangit/Principles and Values

- Inuuqatigiisarniq: Respecting others, relationships and caring for people.
- Pijitsirniiq: Serving and providing for family and/or community.
- Pilimmaksarniq/Pijariuqsarniq: Development of skills through observation, mentoring, practice, and effort.
- Pilliriqatiqiginniq/Ikajuqtigiinniq: Working together for a common cause.
- Tunnganarniq: Fostering good spirits by being open, welcoming and inclusive.
- Aajiiqatiqiginniq: Decision making through discussion and consensus.
- Qanuqtuurniq: Being innovative and resourceful.
- Avatittinnik Kamatsiarniq: Respect and care for the land, animals and the environment.
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Dene Laws
1. Share what you have - Ełeghaets’edendıh
2. Help each other - Elets’áts’ęndı
3. Love each other as much as possible - Eleghq̱ets’etq̱
4. Be respectful of elders & everything around you - Qhndah gots’edihchá & godhăh ahsī azhǫ chu
5. Pass on the teachings - T’hahsī ot’s’edihshǫ goghát’s’rāh
6. Be happy at all times - Łáǫlıh t’āh gogha gonezų
7. Sleep at night & work during the day - Tedhe ts’ętę & dzenę eghálats’ęnda
8. Be polite and don’t argue with anyone - Dene ts’ę nahzu gots’ęh thá t’āh dene ahdahndi ile
9. Young girls and boys should behave respectfully - Ts’élıą gots’ęh denelią elegedihchá gha góŋǫ

Our Operating Principles
The following principles guide us; they become the lenses through which all IPAC activities are considered and implemented:

- Indigeneity is maintained and respected throughout all IPAC activities
- IPAC is well funded to conduct its business successfully
- IPAC’s staff, board members, and members work together in a healthy team environment of wholistic wellness
- IPAC members are actively engaged in IPAC activities
- IPAC conducts all activities within its mandate and within its capacity to ensure focus and momentum

Our Vision
Healthy and vibrant Indigenous nations, communities, families and individuals – supported by Indigenous physicians and others who are contributing to the physical, mental, emotional and spiritual well-being of our people and having a positive impact on the social determinants of Indigenous health.
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Our Mission
As Indigenous physicians and students who are diversely rooted in our traditional teachings and our respective communities, IPAC members embrace and commit to collaboratively use our skills, abilities and experiences to advance the health of our nations, communities, families and individuals. IPAC provides knowledge for communities, national Indigenous organizations and health care providers; advocates for Indigenous peoples’ health; and acts as a support mechanism for Indigenous physicians and students.

Strategic Priorities
1. Advance the health of Indigenous lands including its’ nations, communities, and individuals.
2. Support current and future Indigenous physicians, residents and medical students.
3. Strengthen the Association and build relationships.
II. Our Organization
As a national, member-based non-profit organization and a registered charity, IPAC is made up of members, governed by a Board of Directors (BOD). Our day to day operations are the responsibility of the executive director who oversees a team of staff members.

Members
We have 4 types of membership:
1. Indigenous Physicians
2. Indigenous Resident/Fellow
3. Indigenous Medical Student
4. Associate

IPAC Board Composition
1. Physicians Directors (5) - Three (3) year term, maximum two (2) consecutive terms
2. Resident Director (1) - One (1) year term, no maximum terms
3. Student Director (1) - One (1) year term, no maximum terms

IPAC Executive Composition
After the election, the board meets and comes to a consensus on who will fill the following roles. These roles are filled by physician directors. There is no minimum or maximum number of years that a physician director can be in a role, but good practice is 2-3 years, allowing for mentorship and succession.
1. President
2. Vice President
3. Treasurer
4. Secretary

Current Staff (Organizational chart in the appendix)
1. Executive Director - Melanie Osmack
2. Membership and Mentorship Manager - Kris Reppas
3. Finance & Human Resource Manager - Kayla Knelsen
4. Events & Administrative Coordinator - Rochelle Mathieu
5. Communications & Administrative Coordinator - Stacey Chicoine
III. Roles and Responsibilities

All Board Members

- Monthly board meetings via Zoom. Last Wednesday of each month, 7:00-8:30 pm CDT. No Board meetings in December or August. An annotated agenda and the previous month’s minutes are attached to the meeting invite the last Monday of each month (2 days before our BOD meeting). Because our agendas are annotated, they are occasionally updated the day of the meeting with new information.
- Onboarding with the Executive Director (1-2 hours at a mutually agreed upon time)
- Annual IPAC Mentorship Gathering and AGM (June 5-8 2025, Saskatoon)
- Annual Board and Staff Development Retreat (March 7-9 2025, location TBD)
- Representing IPAC on at least one external committee or working group
- Communication and tasks between meetings (1-4 hours/month)
- Engaging members
- Fundraising for events, programs and capacity building
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The Executive (President, Vice President, Treasurer, and Secretary)

- The President and Vice President alternate chairing the meetings and are responsible for informing the Executive Director of any items they would like added to the agenda. They use a consensus model for decision-making whenever possible. Additionally, the President and Vice President each represent IPAC on 2-3 committees/working groups.
- The President and Vice President meet with the Executive Director regularly. Upon appointment, a schedule will be created for the year. Generally, the Executive Director meets virtually for one hour, alternating with the President, Vice President or both once a week. When time-sensitive items arise, there may also be communication via email or text.
- The Treasurer meets with the Executive Director and the Finance & Human Resource Manager the Monday before each Board meeting to go over the profit and loss statement, balance sheet and payroll expenses. These documents are prepared by the Finance and Human Resource Manager. The Treasurer then provides the financial report at the board meeting.
- The Treasurer meets with the Executive Director and Finance & Human Resource Manager before each AGM to go over the audited financial statements. These documents are prepared by the Finance and Human Resource Manager and our accountant. The Treasurer then provides the financial report at the AGM.
- The Executive Director provides the Secretary with a meeting minutes template the day before each Board meeting. The Secretary takes the minutes and distributes them via email within 5 business days of each BOD meeting. Board members read the minutes and send any requested changes to the Secretary within 5 business days of receiving the minutes. The Secretary ensures that the minutes, in their final form, are stored in the appropriate folder. The Secretary is also responsible for the minutes at our AGM.

The Directors at Large

- The Physician Director at Large represents IPAC on at least 1 committee/working group.
- The Resident Director is a voice for our resident members and represents IPAC on at least 1 committee/working group.
- The Student Director is a voice for our student members representing IPAC as part of the Indigenous Medical Students Association of Canada (IMSAC) circle. They may also represent IPAC on other committees/working groups.
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The Executive Director (staff)
- Leads and mentors staff
- Oversees fund development
- Provides Board support and development
- Aligns employees with organizational mission and values
- Oversees budgets
- Directs human resources
- Fosters equity, diversity and inclusion
- Ensures compliance and best practices
- Builds strong relationships with partners and members
- Represents IPAC at events and on several committees/working groups
- Oversees programs and advocacy
- Ensures our work falls within our strategic priorities
- Reports to the Board President and Vice President
IV. Partners & Memberships

IPAC’s strength is in its relationships. As a national organization, we work with the following partners:

Funding Partners
- Canadian Medical Association Foundation (CMAF) - Mentorship and capacity
- Indigenous Services Canada (ISC) - Anti-Indigenous racism and capacity
- MD Financial - Annual gathering and events

General Partners (Some also sponsor events and projects from time to time)
- Association of Faculties of Medicine of Canada (AFMC)
- Black Physicians of Canada (BPC)
- Canadian Indigenous Nurses Association (CINA)
- Canadian Medical Association (CMA)
- Canadian Medical Association Foundation (CMAF)
- College of Family Physicians of Canada (CFPC)
- First Nations and Inuit Health Branch (FNIHB)
- Indigenous Dental Association of Canada (IDAC)
- The Indigenous Pharmacy Professionals of Canada (IPPC)
- Indigenous Services Canada (ISC)
- National Aboriginal Council of Midwives (NACM)
- Resident Doctors of Canada (RDoC)
- Royal College of Physicians and Surgeons of Canada (RCPSC)

Memberships
- Canadian Medical Forum (CMF)
- Canadian Medical Association (CMA)
- Pacific Regional Indigenous Doctors’ Council (PRIDoC)
- National Consortium for Indigenous Medical Education (NCIME)
V. Committees and Working Groups

Each IPAC Board member is expected to represent IPAC on at least one committee or working group. The IPAC Board President and Vice President represent IPAC in multiple capacities and sometimes alternate representing IPAC at external committees and working groups. The Executive Director represents IPAC on multiple committees and working groups as well, reporting to the Board.

### Internal Committees and Working Groups

<table>
<thead>
<tr>
<th>Committee/Working Group</th>
<th>IPAC Representative</th>
</tr>
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<tbody>
<tr>
<td>IPAC Champions Committee</td>
<td>ED</td>
</tr>
<tr>
<td></td>
<td>More BOD welcome</td>
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### External Committees and Working Groups

<table>
<thead>
<tr>
<th>Committee/Working Group</th>
<th>IPAC Representative</th>
</tr>
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<tbody>
<tr>
<td>AFMC Indigenous Health Committee</td>
<td>Dr Alexa Lesperance</td>
</tr>
<tr>
<td>Arctic Indigenous Wellness Foundation</td>
<td>Physician Director TBD</td>
</tr>
<tr>
<td>Canadian Medical Association/Foundation (CMA/CMAF)</td>
<td>ED (4X year)</td>
</tr>
<tr>
<td></td>
<td>The current CMA President will request one meeting with our President as well</td>
</tr>
<tr>
<td>Canadian Association of Physicians for the Environment (CAPE)</td>
<td>Dr Ojistoh Horn (monthly)</td>
</tr>
<tr>
<td>Canadian Medical Forum (CMF)</td>
<td>P/VP (CMF 1-2X/year)</td>
</tr>
<tr>
<td></td>
<td>ED (CMF 4X year, CMF sub committees 8X year)</td>
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External Committees and Working Groups Continued

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair/Representative</th>
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<tbody>
<tr>
<td>Federation of Medical Women of Canada (FMWC)</td>
<td>Dr Ojistoh Horn (monthly)</td>
</tr>
<tr>
<td>FNIHB Anti-Racism Advisory Circle</td>
<td>ED</td>
</tr>
<tr>
<td>Indigenous Medical Students Association of Canada (IMSAC)</td>
<td>IPAC Student Director</td>
</tr>
<tr>
<td>Royal College of Physicians and Surgeons of Canada (RCPS) Indigenous Health Committee</td>
<td>No current Board member. By application/invitation. Currently made up of IPAC members, many of whom have served on the IPAC Board in the past</td>
</tr>
<tr>
<td>MD Financial</td>
<td>ED (monthly)</td>
</tr>
<tr>
<td>Medical Council of Canada (MCC)</td>
<td>ED (annually)</td>
</tr>
<tr>
<td>Medical Schools</td>
<td>ED (annually) Membership and Mentorship Manager (regularly)</td>
</tr>
<tr>
<td>Okanagan Charter</td>
<td>Dr. Mike Dumont or an IPAC Board Member</td>
</tr>
<tr>
<td>PRIDoC Council</td>
<td>P/VP/ED Alternate (monthly)</td>
</tr>
<tr>
<td>PRIDoC Dec 2-6. 2024</td>
<td>P/VP/ED</td>
</tr>
<tr>
<td>Resident Doctors of Canada (RDoC)</td>
<td>Resident Director</td>
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<tr>
<td>Toronto Metropolitan University (TMU) Medical School Development</td>
<td>ED</td>
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VI. Financial Policies

- Board members are prohibited from accepting payment for work in their role as members of the IPAC Board.
- Board members may perform paid consulting work if they are not representing IPAC.
- Reasonable travel expenses are reimbursed for the BOD attending the Annual IPAC Mentorship Gathering, AGM, and Annual Board and Staff Development Retreat. Please refer to the IPAC BOD and Staff Travel Policy document for full details.
- Reasonable travel expenses are reimbursed for the President, Vice President, and Executive Director to attend PRIDoC. Please refer to the IPAC BOD and Staff Travel Policy document for full details.
- If a Board member cannot pay for an IPAC-related expense in the first instance, they must notify the Executive Director ahead of time. Similarly, if a Board member is unable to provide a credit card when checking into a hotel, they must also make arrangements with the Executive Director in advance. This information will be kept confidential.

VII. Confidentiality

As a Board member, you may be privy to confidential information including but not limited to human resources, embargoed documents and other sensitive and/or private information. You will be asked to sign a confidentiality agreement as part of your contract.